

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, November 16, 2012 at the hour of 9:30 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Golden called the meeting to order.

Present: Chairman Quin R. Golden and Directors Jerry Butler and Dorene P. Wiese, EdD (3)
Board Chairman David Carvalho (ex-officio)

Absent: Directors Reverend Calvin S. Morris, PhD and Jorge Ramirez (2)

Additional attendees and/or presenters were:

Maureen O'Donnell – System Interim Chief Human
Resource Officer and Chief, Cook County Bureau
of Human Resources
Gladys Lopez – System Interim Director of Human
Resources

Ram Raju, MD, MBA, FACS, FACHE – Chief
Executive Officer
Elizabeth Reidy – System General Counsel
Deborah Santana – Secretary to the Board

II. Public Speakers

Chairman Golden asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speakers:

- | | |
|---------------------|--|
| 1. George Blakemore | Concerned Citizen |
| 2. Newworld Eboigbe | Nurse, Cermak Health Services of Cook County |
| 3. Francesca Takpor | Nurse, Cermak Health Services of Cook County |

III. **Report from System Human Resources Department

A. Report from Interim Director of Human Resources (Attachment #1)

i. Expedited hiring process

Gladys Lopez, System Interim Director of Human Resources, provided an update on the following subjects: Recruiting Update; Internal Candidates / Promotions; Vacancies Filled Through November 5, 2012; Three (3) Major CCHHS Critical Hiring Projects; Joint Commission Survey – Human Resources Standards; and Update on Lunch & Learn Sessions. The Committee reviewed and discussed the information.

Dr. Ram Raju, Chief Executive Officer, noted that he has met with the President and staff from the County's Bureau of Human Resources and Department of Budget and Management Services, regarding recruitment and hiring initiatives in order to prepare for the Waiver implementation and other important projects. He stated that the President has asked the System's administration to produce a list and a plan; this was done, and it is being managed by David LeBreton, Chief Performance Officer. There is a regular meeting held with the President every week to update on the status of various initiatives; he noted that there is a lot of work going on at the System and the County to make this happen in a very expedited manner.

III. **Report from System Human Resources Department

A. Report from Interim Director of Human Resources (continued)

Ms. Lopez stated that a meeting was held last week with representatives from the Office of the Cook County Compliance Administrator regarding the critical hiring projects, in order to discuss being given a little more flexibility in hiring for these projects; she stated that the representatives were very agreeable and provided a recommendation, as well. Dr. Raju noted that staff from the Office of the Cook County Compliance Administrator is really helping to get this process going.

In addition, Dr. Raju stated that the System has benefited from the expertise of outside help. As the System is going through the transformation process, a lot of things need to happen, so the Civic Consulting Alliance stepped in and secured some pro-bono help from outside consultants; these consultants are basically stationed here for the next 3-4 months, and will be helping to develop measurements, processes, IT infrastructure, etc., free of charge. They will also be helping the System to recruit talented individuals. One of the pro-bono consultants, Shruti Jayaraman, spends all of her time at the System trying to garner more pro-bono support. Additionally, Zeno Group, a public relations firm, is helping the System with all of the outreach activities.

Board Chairman Carvalho referenced a contractual item presented at the Finance Committee Meeting earlier that day; this request was for a contract extension for the provision of services for the position of Interim Director of Safety and Security. Using that position as an example, he requested that Ms. Lopez elaborate further on the plans for recruitment for the positions such as this, and for those positions related to the critical hiring projects. Ms. Lopez stated that discussions have been held on the subject of the System's needs for sourcing, advertising and marketing resources; this is one of the initiatives that is embedded in the organizational project plan. She added that Ms. Jayaraman and her team have been shadowing System staff, because once the implementation has been completed, there needs to be a plan to sustain it going forward. With regard to the specific position to which Board Chairman Carvalho referred, Ms. Lopez noted that there were recent changes to the job description; this is one of the positions on the direct appointment list, so it is expected to be filled relatively soon.

Elizabeth Reidy, System General Counsel, informed the Committee that, with regard to the three (3) initiatives and efforts to on-board staff at a more streamlined pace, the administration will be doing some emergency purchases with regard to temporary services for clerical work. As these initiatives are expected to increase the workload for staff in departments such as Employee Health Services (EHS) and the Credentialing office, there is a need for additional clerical services, and possibly the need for medical assistants for EHS. The administration also plans to use or amend the current Maxim contract to bring in some staff to assist in the Human Resources Department for validation activities. She stated that this subject has been discussed with representatives from the Office of the Cook County Compliance Administrator; she stated that they plan to monitor the outside vendors. In addition, the administration is planning an emergency purchase for sourcing; this will be a marketing effort to broadcast that the System has these position openings and that hiring is now taking place. She added that, in very limited instances, sourcing may be done to identify candidates in certain hard-to-fill areas.

Chairman Golden indicated that the Committee plans to receive educational presentations on a variety of subjects on a regular basis. As the subject of grievances was referenced during the provision of public testimony earlier in the meeting, she requested that the Committee receive a report on the grievance process and related data as an educational presentation at an upcoming Committee meeting¹.

IV. Action Items

A. Minutes of the Human Resources Committee Meeting, September 21, 2012

B. **Proposed Collective Bargaining Agreements and Labor-related Matters (Attachment #2)

- i. RWDSU Local 200 (Pharmacists and Pharmacy Technicians) – Collective Bargaining Agreement**
- ii. Metropolitan Alliance of Police (MAP 270) (Stroger Hospital Sergeants) – Collective Bargaining Agreement**
- iii. Laborers Local 2 and Carpenters Local 13 - Prevailing Rates and Salary Adjustments**
- iv. Illinois Licensed Practical Nurses Association (Licensed Practical Nurses) – Salary Schedule and Wage Adjustments**

Action was taken on this item following the adjournment of closed session.

Director Wiese, seconded by Chairman Golden, moved to approve the proposed Collective Bargaining Agreements and Labor-related matters under Item IV(B). THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Sections IV and V

V. Closed Session Items

- A. Discussion of personnel matters**
- B. Update on labor negotiations**
- C. Discussion of litigation matters**
- D. **Report from System Human Resources Department**
- E. **Proposed Collective Bargaining Agreements and Labor-related Matters (see Item IV(B))**

Director Butler, seconded by Director Wiese, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), which permits closed meetings for consideration of “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.”

V. Closed Session Items (continued)

On the motion to recess the regular session and convene into closed session, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chairman Golden and Directors Butler and Wiese (3)

Nays: None (0)

Absent: Directors Morris and Ramirez (2)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into closed session.

Chairman Golden declared that the closed session was adjourned. The Committee reconvened into regular session.

VI. Adjourn

As the agenda was exhausted, Chairman Golden declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Quin R. Golden, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

¹ Follow-up: Committee Education Item for future meeting – Report on Grievance Process and related data. Page 2.

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
November 16, 2012

ATTACHMENT #1



Human Resources Committee Meeting

November 16, 2012

Recruiting Update

- A total of 294 vacancies have been filled through November 5, 2012
 - 12 Re-Hires
 - 91 Re-Calls
 - 63 Internal Candidates
 - 128 External Candidates

Internal Candidates / Promotions

- Clinical Nurse I to Advanced Practice Nurse
- Correctional Medical Tech II to Emergency Room Tech
- Physical Therapist II to Physical Therapist III
- Certified Nursing Assistant to Medical Assistant



Vacancies Filled Through November 5, 2012 ~ Breakdown by Position

	Candidate Source						
	Re-Hire	Re-Call	Internal	External	Total		
Nurses							
APN-Nurse Practitioner			2	2	4		
Clinical Case Manager	1			2	3		
Clinical Nurse I	1		14	45	60		
Clinical Nurse II			3		3		
Clinical Performance Improvement Analyst				1	1		
In-House Registry Nurse	1			7	8		
Nurse Coordinator II	1				1		
Nurse Epidemiologist			1		1		
Registered Nurse I			1		1	82	Nurses
<i>Nurse Subtotal</i>	4	0	21	57	82		
Licensed Practical Nurse II				4	4	4	LPNs
<i>LPN Subtotal</i>	0	0	0	4	4		
Physicians							
Attending Physician 6	1		1	13	15		
Attending Physician 7	1				1		
Attending Physician 9				1	1		
Attending Physician 10				1	1		
Attending Physician 12	1		2	1	4		
Attending Physicain Senior 6	1			2	3		
Attending Physicain Senior 9				1	1		
Attending Physician Senior 12				2	2		
Consultants (Physicians)				3	3		
Correctional Psychiatrist			1		1		
Divisional Chief of Correctional Psychiatry				1	1		
Medical Division Chair 8			1		1		
Medical Division Chair 9	1			1	2		
Medical Division Chair 10			1		1		
Medical Division Chair 11			1		1	38	MDs
<i>Physician Subtotal</i>	5	0	7	26	38		

Clinical Support								
Administrative Aide		2	1		3			
Administrative Assistant II		1	2		3			
Administrative Assistant III		1			1			
Administrative Assistant IV		1			1			
Anesthesia Tech			1		1			
Attendant Patient Care		11		9	20			
Certified Nursing Attendant		3			3			
Dietitian II		1			1			
Dietitian IV			1		1			
Director of Ambulatory, Specialty and			1		1			
EKG Tech		1			1			
Emergency Response Tech			1		1			
Emergency Room Tech II				1	1			
Health Advocate			4		4			
Health Service Representative	1	1			2			
Interpreter				4	4			
Laboratory Technician III		1			1			
Medical Assistant			1	12	13			
Medical Social Worker II		1			1			
Medical Tech I		1			1			
Operating Room Technician				3	3			
Pathologist Extender				1	1			
Pharmacy Technician			5		5			
Physician Asst. Post Graduate Resident Director				1	1			
Physical Therapist III			1		1			
Respiratory Therapist		5			5			
Respiratory Therapist Supervisor	1			1	2			
Staff Pharmacist				1	1			
Transporter CCH		12			12			
Ward Clerk		1	1		2	97	Clinical Support	
<i>Clinical Support Subtotal</i>	2	43	19	33	97			

Other							
Accounts Payable Supervisor I		1			1		
Building Service Worker		20			20		
Business Office Supervisor			2		2		
Caseworker (MANG)			1		1		
Cashier III		1			1		
CCHHS Corporate Compliance Officer			1		1		
CEO Executive Assistant			1	1	2		
Chief Medical Information Officer			1		1		
Clerk V		19	7		26		
Computer Operator I				1	1		
Director of Strategic Sourcing/Contract				1	1		
Electrician			1		1		
Food Service Worker		1			1		
Groundskeeper		1			1		
Human Resources Generalist				2	2		
Learning & Development Assist.				1	1		
Operating Engineer	1				1		
Pat Access Supervisor, Fin Coun				1	1		
Payroll Division Supervisor III			1		1		
Public Safety Officer I		1			1		
Receptionist				1	1		
Steno IV		1	1		2		
Steno V		2			2		
Supervisor Patient Access-PreRegistration			1		1	73	Other
<i>Other Subtotal</i>	1	47	17	8	73		
<i>Total:</i>	12	90	64	128	294		
	4%	31%	22%	44%			
House Staff							
Physician Assistant Training R				4	4		
Post Graduate Level Physician	8			109	117		
Post Graduate Pharmacist (Residents)				2	2		
GRAND TOTAL:	8			115	123	123	House Staff
TOTAL VACANCIES FILLED:	20	90	64	243	417		

3 Major CCHHS Critical Hiring Projects

- ✓ Cermak (Court Order): 100
- ✓ 1115 Waiver: 255
- ✓ Joint Commission: 75

Job Classification	Approx. # of Open Positions
Nurses	150
Physicians	30
Clinical Support	180
Other	<u>70</u>
TOTAL	430

This slide was prepared by David LeBreton, Chief Performance Officer, Cook County; slightly modified by G. Lopez.

In order to achieve project goal, support will be needed from across the organization

	Project sponsors	Project management	Human Resources	Technology	Procurement
President's Office	<ul style="list-style-type: none"> • Toni Preckwinkle, President • G.A. Finch, COS 	<ul style="list-style-type: none"> • David LeBreton – Project management lead • Aaron Galeener – Project management 	<ul style="list-style-type: none"> • Maureen O'Donnell – Bureau Chief • Terry Larkin – Deputy Bureau Chief 	<ul style="list-style-type: none"> • Lydia Murray – Bureau of Technology 	<ul style="list-style-type: none"> • Ivan Samstein – Deputy CFO
CCHHS	<ul style="list-style-type: none"> • Dr. Ram Raju, CEO 	<ul style="list-style-type: none"> • Elizabeth Reidy, General Counsel CCHHS 	<ul style="list-style-type: none"> • Gladys Lopez – System Director for HR 	<ul style="list-style-type: none"> • Bala Hota – CIO 	<ul style="list-style-type: none"> • Gina Bensenhofer – CCHHS Supply Chain

In addition to the roles outlined above, other contributions will be needed

This slide was prepared by David LeBreton, Chief Performance Officer, Cook County

Several working teams identified to address project needs

	Team mandate	Team members
HR Processes	<ul style="list-style-type: none"> Assess current HR processes and determine opportunities to increase throughput Manage and monitor flow from applicant to onboarding 	Maureen O'Donnell Terry Larkin Gladys Lopez Aaron Galeener
Outreach	<ul style="list-style-type: none"> Communicate hiring needs to external partners to fill candidate pipeline Coordinate communication to external stakeholders Identify opportunities to streamline processes 	Dr. Ram Raju GA Finch Maureen O'Donnell
Management Processes	<ul style="list-style-type: none"> Identify and train CCHHS department hiring teams Establish hiring protocols to ensure accountability and timeliness of decisions 	Dr. Ram Raju Gladys Lopez Elizabeth Reidy Terry Larkin
External Support / Procurement	<ul style="list-style-type: none"> Identify processes eligible for external support Identify potential vendors and procurement mechanism 	Maureen O'Donnell, Laura Lechowicz Felicione, Gina Bensenhofer Elizabeth Reidy, Shannon Andrews, Shruti Jayaraman
Technology	<ul style="list-style-type: none"> Identify solutions to inefficient processes Work with management and HR teams to address process problems 	Barb Pryor Lydia Murray Bala Hota Kim Velazquez

This slide was prepared by David LeBreton, Chief Performance Officer, Cook County

Joint Commission Survey ~ Human Resource Standards



- 01.02.01 – Hospital defines staff qualifications
- 01.02.05 – Hospital verifies staff qualifications
- 01.02.07 – Staff perform their duties
- 01.04.01 – Hospital provides orientation to staff
- 01.05.03 – Staff participate in ongoing education and training
- 01.06.01 – Staff are competent to perform their responsibilities
- 01.07.01 – Hospital evaluates staff performance



Collaborative Effort

- Nursing Leadership
 - Tanda Russell and Antoinette Williams
- Nursing Education
 - Cally McKinney
- Physicians
 - Dr. Claudia Fegan, Dr. Sharon Welbel, Dr. Robert Cohen





CCHHS HR Hosted Four (4) Lunch & Learn Sessions:

- **June 17, 2012 at John H. Stroger Hospital**
 - For: ACHN, CORE and John. H. Stroger Hospital
- **August 22, 2012 at Oak Forest Health Center**
 - For: ACHN and CCDPH
- **September 19, 2012 at Provident Hospital**
 - For: ACHN and Provident
- **October 11, 2012 at Cermak Health Services**
 - For: Cermak and JTDC

CCHHS HR Lunch & Learn Sessions

- Goal: An open forum to provide members of management with an opportunity to ask questions across all functional areas of HR (operations, labor, recruiting, and education & development)
- Next Steps: Follow up at each facility with specific topic presentations / Q&A's based on the feedback we received:
 - Review process for documentation & discipline
 - Overview on FMLA and how to manage employee absences





Closed Session

September 21, 2012

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
November 16, 2012

ATTACHMENT #2

Transmitting a Communication dated, November 17, 2012 from

MAUREEN O'DONNELL, Chief, Bureau of Human Resources

Transmitting herewith a Collective Bargaining Agreement for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution

Approving Collective Bargaining Agreement

WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, the Collective Bargaining Agreement for the period of December 1, 2008 through November 30, 2012, effective the date of approval by the Cook County Board of Commissioners, has been negotiated between the County of Cook and the Cook County Chicago Joint Board, Retail, Wholesale and Department Store Union, AFL-CIO-CLC Local 200 (RWDSU Local 200) representing Pharmacists and Pharmacy Technicians; and

WHEREAS, the general increases and wage adjustments were previously approved and are reflected in the Salary Schedules and are included in the Collective Bargaining Agreement negotiated between the County of Cook and RWDSU Local 200; and

NOW THEREFORE BE IT RESOLVED, that the Cook County Board of Commissioners does hereby approve the Collective Bargaining Agreement negotiated between the County of Cook and RWDSU Local 200 provided by the Bureau of Human Resources.

Transmitting a Communication dated, November 17, 2012 from

MAUREEN O'DONNELL, Chief, Bureau of Human Resources

Transmitting herewith a Collective Bargaining Agreement for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution

Approving Collective Bargaining Agreement

WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, the Collective Bargaining Agreement for the period of December 1, 2008 through November 30, 2012, effective the date of approval by the Cook County Board of Commissioners, has been negotiated between the County of Cook and the Metropolitan Alliance of Police (MAP 270) representing Stroger Hospital Sergeants; and

WHEREAS, the general increases and wage adjustments were previously approved and are reflected in the Salary Schedules and are included in the Collective Bargaining Agreement negotiated between the County of Cook and the Metropolitan Alliance of Police (MAP 270); and

NOW THEREFORE BE IT RESOLVED, that the Cook County Board of Commissioners does hereby approve the Collective Bargaining Agreement negotiated between the County of Cook the Metropolitan Alliance of Police (MAP 270) provided by the Bureau of Human Resources.

PROPOSED RESOLUTION

November 16, 2012

Sponsored by

**THE HONORABLE TONI PRECKWINKLE
PRESIDENT OF THE COOK COUNTY BOARD OF COMMISSIONERS**

WHEREAS, the County is obligated to pay the prevailing rate for these categories of employees pursuant to the state statute and the collective bargaining agreement between the County of Cook and the Union(s); and

WHEREAS, the unions representing this category of employees have been properly certified that the below-listed rates are the prevailing rates for the effective date(s) set forth herein; and

WHEREAS, the Annual Appropriation Bill creates Accounts 490-115, 499-115 and 899-115 for Appropriation Adjustments for the Corporate, Public Safety and Health Funds if necessary; and

NOW, THEREFORE, BE IT RESOLVED, that the prevailing wages and salaries of the following positions be fixed as follows:

<u>Job Code</u>	<u>Job Classification</u>	<u>Hourly Wage Rate</u>	<u>Effective Date</u>
2392	Laborer	\$36.20	6/1/12
2393	Laborer I	\$36.20	6/1/12
2394	Laborer II	\$36.60	6/1/12
2395	Laborer Foreman	\$37.30	6/1/12
2396	Laborer Foreman (Highway)	\$37.30	6/1/12
2363	Plasterer Helper	\$36.20	6/1/12
1404	Building & Zoning Inspector I	\$41.52	6/1/12
1415	Building & Zoning Inspector II	\$44.52	6/1/12
1412	Fire Prevention Inspector	\$44.52	6/1/12
1420	Zoning Plan Examiner I	\$44.52	6/1/12
	Building & Construction Plan Examiner	\$44.52	6/1/12
2317	Carpenter	\$41.52	6/1/12
2318	Carpenter Foreman	\$44.52	6/1/12
2321	Lather	\$41.52	6/1/12

BE IT FURTHER RESOLVED, that the Chief of the Bureau of Human Resources and the Cook County Comptroller are hereby authorized to implement the prevailing rates and salary adjustments pursuant to state statute.

Transmitting a Communication dated, November 16, 2012 from

MAUREEN O'DONNELL, Chief, Bureau of Human Resources

Transmitting herewith a Salary Schedule for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution

Approving Salary Schedule

WHEREAS, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

WHEREAS, the Salary Schedule and wage adjustments for the period of December 1, 2008 through November 30, 2012 have been negotiated between the County of Cook and the Illinois Licensed Practical Nurses Association (ILPNA); and

WHEREAS, the general increases and wage adjustments that have been negotiated are reflected in the Salary Schedule and are included in the Collective Bargaining Agreement negotiated between the County of Cook and Illinois Licensed Practical Nurses Association (ILPNA); and

NOW THEREFORE BE IT RESOLVED, that the Cook County Board of Commissioners does hereby approve the Salary Schedule and wage adjustments negotiated between the County of Cook and the Illinois Licensed Practical Nurses Association (ILPNA) provided by the Bureau of Human Resources; and

BE IT FURTHER RESOLVED, that the Chief of the Bureau of Human Resources and the Cook County Comptroller are hereby authorized to implement the Salary Schedule and wage adjustments as negotiated.